



## AGENCY QUARTERLY STATUS REVIEW

JSC/MA/Lee Norbraten  
March 13, 2002

# **Quarterly Status Review**

**March 13, 2002**

## **Agenda**

- PERSONNEL CHANGES AT JSC (5)**
- ISSUES FROM FEBRUARY 2002 NQA SURVEILLANCE AUDIT (5)**
- DIRECTIONS FROM JSC QUALITY MANAGEMENT REVIEW (5)**
- QUALITY SYSTEM RELEVANCE DURING TRANSITION TIMES (10)**
- PARTING THOUGHTS ON QUALITY MANAGEMENT (15)**

## **PERSONNEL CHANGES AT JOHNSON SPACE CENTER**

**Lee Norbraten**     **Effective March 4**  
**Manager, Space Shuttle Program Development**  
**Mail Code: MA   Bldg 1- Room 542C**

**Larry Dyer**                      **Effective March 4**  
**Acting Director, ISO 9000 Office**

**Walter Marker**                  **Audit Manager**

**Brent Fontenot**                  **Corrective Action Manager**  
**Documentation Manager**

**Jim Lee**                          **Program Analyst**

**Monica Ruiz- Cortez**          **Secretary**

## **ISSUES FROM FEBRUARY 2002 NQA SURVEILLANCE AUDIT**

- **An observation on the lack of an overall center metrics strategy supporting both internal and external drivers**
- **A repeat non-conformance on our ability to characterize customer satisfaction objectively at the center level**
- **A non-conformance on the responsiveness of many JSC organizations to the requirement for IT security plans**
- **Plus two local observations on metrics and quarterly review content**

# **DIRECTIONS FROM JSC QUALITY MANAGEMENT REVIEW**

**December 17, 2001**

- **Continue to mature centerwide metrics on the seven JSC quality objectives.**
- **Reduce the frequency of the QSMR and the Corrective Action Review to semi-annually.**
- **Close the action from QSMR #12 on the review of procedures involving flight hardware and/or human subjects.**
- **Work toward the consolidation of JSC management system functions, beginning with the internal audit process.**

# **QUALITY SYSTEM RELEVANCE DURING TRANSITION TIMES**

## **NASA AND JSC ARE FACING CHANGE**

- **From the external SFAC (Tom Young Committee)**
- **From the internal System Requirements Review**
- **From new agency and center leadership**

## **OUR QUALITY SYSTEM REQUIRES CONTROL**

- **For the affected processes**
- **For the change process itself**

## **QUESTIONS TO ASK ABOUT SPECIFIC PROCESSES IN TRANSITION**

- **Have roles and responsibilities changed?**
- **Does process documentation need to be updated?**
- **Is new training required?**
- **Are new process measurements suggested?**
- **Are there changes in procurement or contract surveillance?**
- **Are there changes in the management review activity?**
- **Do agreements among organizations need to be updated?**

## **QUESTIONS TO ASK IN ORDER TO MINIMIZE RISK DURING TRANSITION**

- **Who is accountable for the activity that is in transition?**
  - **Is there a documented transition plan?**
  - **What key stakeholders must you inform and/or involve?**
  - **How will you convey what is changing to those who carry out the activity?**
  - **Have you characterized the risk inherent in the change?**
  - **How will you assess whether the change is effective?**
- 7) How can you demonstrate the change has not eroded flight safety?**



## PARTING THOUGHTS

### On the Value of a Quality System

EVERY ORGANIZATION HAS A QUALITY SYSTEM!

It is either:

explicit or embedded in the culture  
documented or undocumented  
centralized or locally controlled  
driven by principle or by personality  
owned by top management or delegated  
relevant to core business or superfluous  
disciplined or *ad hoc*

The question is not whether you want ISO 9000;  
The question is what kind of quality system do you want.

## **HOW WOULD YOU WALK AWAY FROM YOUR QUALITY SYSTEM?**

**Which management principle do you not support?**

**Which of the original 20 elements is not important to you?**

**Which processes do not require effective control?**

**What cost, schedule, or performance data can you do without?**

**What risks to overall success need you no longer consider?**

**Do we no longer need 7120? NIAT recommendations? An integrated financial management plan? The President's Management Agenda? Agency performance measures?...**

## **QUALITY SYSTEM COST/ BENEFIT THOUGHTS**

**“Quality System” tradeoffs and “ISO 9000 Certification” tradeoffs should be two independent thought processes.**

**The only direct ISO 9000 cost is for third party audits. Every other thing ISO 9000 requires, you are going to do in one form or another.**

- Internal process reviews (audits)**
- Corrective and preventive action**
- Document control**
- Contract surveillance**
- Cost, schedule, performance, and risk analysis**

- **Management reviews**
- **Etc.**

**If there is a cost associated with audit preparation, then you never understood the concept.**

**REASSESS RELEVANCE BEFORE YOU RETREAT**